

AGENDA

AGENCY TRAINING STEERING COMMITTEE MEETING

WEDNESDAY, 20 NOVEMBER 1985

1530 HOURS, ROOM 7D32 HEADQUARTERS

Recruitment Training Course/Recruitment Initiative.
(Attachment A).

Course and Program Reviews for FY 1986 (Attachment B).

Agency Off-Campus Program (Attachment C).

Advanced Intelligence Seminar (Attachment D).

D/OTE Briefing on the Soviet Institute, OTE
Reorganization, and Executive Development.

UNCLASSIFIED WHEN SEPARATED
FROM ATTACHMENTS

15 November 1985

MEMORANDUM FOR: Agency Training Steering Committee

FROM:

Director of Training and Education

SUBJECT: Agenda Items

STAT

I would like to get guidance on four issues:

Recruiter Training

Mr. Magee, D/OP, would like to use the recently developed courses to certify his recruiters. By certify, he means, you cannot be a recruiter unless you successfully complete the training. This is doable--although any "certification" effort involves problems and, frankly, scares OTE (you will see this reflected in one of the attached memoranda).

He also would like your recruiters to take a shorter version of the course to get your commitment to work toward the goal of having everybody who goes recruiting get the fundamentals.

Evaluation

Last year, we began to introduce a course evaluation system. I take it very seriously. Do our evaluation proposals make sense to you? (I recognize that we did not get the package to you with a lot of time for staffing, but we can talk about any suggestions posed Wednesday.)

Off-Campus Program

Where do we want to go with this effort?

Advanced Intelligence Seminar

Does what we are doing make sense to you? Who do you think needs this course?

Attachments

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8 November 1985

MEMORANDUM FOR: Director of Training and Education

VIA: Chief, Management Training Branch

FROM:

Instructor, Management Training Branch/MATD

STAT

SUBJECT: Description of Recruiter Training Course and
Issues Regarding Certification

REFERENCE: Telecon Request from DTE Secretary, 4 November

1. Attached is a schedule for the 13-22 November Recruiter Training Course (RTC). Comments on selected topics follow. Note that the first three days of RTC (RTC-I) are for Office of Personnel (OP) recruiters plus Directorate representatives, while the remaining five days (RTC-II) provide greater in-depth information and practice sessions for the OP recruiters only.

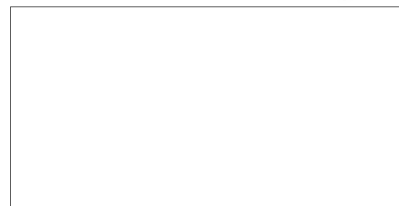
- a. 13 November Group Exercise will establish a baseline interview to build upon in the course. Students will interview and introduce each other followed by a brief discussion of the styles and mannerisms used to elicit the information.
- b. 13 November session on Mechanics of Recruiting includes such topics as what a PHS is, when it is given out, and what OP does with it.
- c. 13 November Cross Cultural Communication Workshop includes male/female and black/white relationships, and assumptions that hinder communication.
- d. 14-15 November Interviewing Skills Workshop expands on the model of the Selection Interviewing Workshop run in the Management Training Branch; short lectures, roleplays, feedback and discussions.
- e. 18 November Neuro-Linguistic Programming presentation is included per D/Pers direction. Particular emphasis is on non-verbal communication.
- f. 19 November Presentation Skills Workshop includes practice and feedback related to speaking to college campus groups.

DRAFT

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2. Issues regarding certification of recruiters

- a. Early in the discussion stages of the RTC with Management Training Branch representatives, D/Pers asked whether OTE knew of or could prepare a selection test to predict recruiter success. We suggested that he contact Chief, Psychological Service Division/OMS for such assistance since predictive testing is in their purview. We alerted C/PSD to the possibility of the request, but to date he has not been contacted by D/Pers.
- b. D/Pers then asked whether OTE could develop a pass-fail test to be used at the end of the RTC that would predict success and could be used to decide whether or not a recruiter should remain on the job. We again referred him to PSD/OMS.
- c. In a later discussion, D/Pers said that he might want to listen to videotaped roleplay interviews or receive feedback from the instructors on the suitability of the students to carry out recruiting. D/Pers has made no further mention of this. I have told [redacted] Special Assistant to D/Pers and RTC co-chair, that if D/Pers does intend to evaluate the videotaped roleplays, participants must be informed in advance that this will happen. [redacted] stated that he did not believe that D/Pers intended to listen and evaluate.
- d. In any event, certificates for each participant are being printed by OP (to be signed by DTE and D/Pers) stating that the participant has successfully completed the RTC. D/Pers may fly down to personally present the certificates on the last day of RTC-II. (RTC-I certificates are to be mailed to the Directorate participants.) There are no plans at present to withhold any of these certificates.



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AGENDA

RECRUITER TRAINING COURSE

13 – 22 November 1985

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General Information

Course Chairpersons:

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Training Assistant:

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Participants:

OP:

DA:

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DS&T:

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OTE 85-1613

MEMORANDUM FOR: Members, Agency Training Steering Committee

FROM:


Director of Training and Education

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SUBJECT: Review of OTE Curriculum

1. Each year, the Office of Training and Education (OTE) conducts a rigorous review of its entire curriculum. This process is designed to ensure that courses and programs remain relevant and useful to the consumer and to ensure the highest quality of instructional technique.

2. OTE begins this fiscal year with a curriculum which calls for 208 separate and distinct courses (Attachment A), not including language training. Seventeen courses will be dropped (Attachment B) while 42 new courses will be added (Attachment C). In addition, OTE has identified nearly 50 courses which will receive an intensive evaluation (Attachment D).

3. Finally, OTE will conduct several training needs surveys (Attachment E). Such surveys are designed to determine precise training needs for particular Agency components or directorates or for identifying the needs of a particular audience, for example, Agency managers.

Attachments



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Needs Surveys (FY 1986)

DO	- in progress
DA	- January 1986
OP (Recruiters)	- in progress
Office of Finance	- in progress
EEO	- in progress
Log	- in progress
Off Campus	- in progress
Management Training	- in progress
Regional Studies	- in progress
S&T Need Assessment on multi-cultural work force	
S&T Feasibility Study on use of computer-based training	

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MEMORANDUM FOR: Agency Training Steering Committee

FROM:

[redacted]
Director of Training and Education

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SUBJECT: Agency Off-Campus Program

1. This memorandum reviews the Agency Off-Campus Program and requests guidance as to whether it should be continued.

2. Background: The Off-Campus Program was initiated, at the direction of the Deputy Director for Administration, in the fall of 1973 as a convenient source of continuing education, mainly for employees located in the Headquarters Building. The Program has been conducted in conjunction with the University of Virginia Falls Church Center (see TAB A, OTE Catalog Article, for description of the Program). The Program originally focused on undergraduate level courses, as an Upward Mobility vehicle, and was identified in the mid-1970's by the Director of Equal Employment Opportunity (EEO) as a major plank in the Agency's Affirmative Action Plan. Enrollment levels have fluctuated over the years, from [redacted] in spring 1974 to [redacted] in fall 1984. [redacted] registered in the fall 1985 session (see TAB B for Graph Chart - Enrollment Totals).

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Moderate increases seem to be associated with advance advertising efforts. The Program has gradually moved away from its undergraduate and Upward Mobility emphasis, to a mix of courses, (see TAB C for course offerings in spring 1985 and fall 1985) with the curriculum determined by several factors: identified Agency needs; queues for internal offerings; and limited sources of such training, e. g., area studies.

3. The dwindling enrollment through the years is attributable, we believe, to a combination of factors: increased use of flex-time in Agency offices; proliferation of

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SUBJECT: Agency Off-Campus Program

continuing education and Off-Campus centers in the Washington Metropolitan area in the last five years; employees pursuing degree programs at other universities and colleges; [REDACTED]

[REDACTED] DI mandate that the professional cadre enroll in a non-duty hours academic course(s) each year, but away from Headquarters; the tightening of approval procedures for the Program in 1977, as a result of a Program Audit (placed under Title 5, U.S. Code, Chap. 41, like regular external training); continuing transportation concerns (car pools) at Headquarters; and changes in the Agency's work force.

4. There are two options:

a. Abolish the Off-Campus Program, effective Fall Semester 1986, because of drops in enrollment, changing responsiveness of the Program to Agency personnel development needs, and availability of alternate sources of continuing education in the Metropolitan area.

b. Continue the Off-Campus Program, because it is still responsive to the needs of some Agency personnel. Conduct an assessment of the utility and content of the Program to determine if there is sufficient justification for its continuation.



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AGENCY OFF-CAMPUS PROGRAM

The Agency Off-Campus Program is sponsored by the Office of Training and Education (OTE) in cooperation with the University of Virginia's Division of Continuing Education. The courses are held in Agency buildings, after duty hours, and are taught by Agency employees approved by the University of Virginia. These instructors must meet the same qualification standards as the University's instructors on the main campus at Charlottesville, Virginia, and must follow a University approved course of study.

The decisions on Program Curriculum are made by OTE, in coordination with instructional units, Directorate Senior Training Officers, and identified experts in specific areas of concern. Courses are selected for reasons such as: alternate requirement; limited offerings in a priority area, e.g., area training; instructor availability; and the like. The curriculum presently includes courses in these subject areas: Accounting, Area/International Studies, Communication Skills, Economics, Information Science/Systems, Mathematics/Statistics, Management, and Contract Administration.

STAT Participation in the Off-Campus Program may be Agency sponsored or self sponsored. Employees who qualify for Agency sponsorship under Title 5, U.S. Code, Chapter 41 (reference [redacted] Training at Non-Agency Facilities) should complete Form 136, Request for Training at Non-Agency Facility, and forward it to OTE through their component training officer.

[redacted]

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Sponsored students who withdraw from a course, however, for reasons other than convenience of the Government or because of circumstances beyond their control, may be asked to refund the fees. For those who are self sponsored and withdraw, refunds are rarely granted by the University of Virginia.

The University of Virginia is a member of the Consortium for Continuing Higher Education of Northern Virginia. Other members are: George Mason University, Marymount College, Northern Virginia Community College, and Virginia Polytechnic Institute and State University. Employees enrolled in degree programs at another university should check with that university regarding transfer of credits before enrolling in an Off-Campus Program course.

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EB No.

10 July 1985

AGENCY OFF-CAMPUS PROGRAM

The Office of Training and Education in cooperation with the University of Virginia Division of Continuing Education will sponsor the Agency Off-Campus Program again this fall at the Headquarters Building.

1. DESCRIPTION

a. The University of Virginia Division of Continuing Education approves the courses, the instructors, and awards academic credit to students successfully completing the courses. It also provides academic counseling to assist employees in their educational and vocational planning. (Call [] for an appointment or consult the counselor at the Headquarters registration.)

STAT

b. All instructors are Agency employees, and are paid directly by the University for conducting the courses.

c. Students desiring to transfer credits earned in the program to another educational institution should consult that institution as to the acceptability of courses and credit before enrolling in the Off-Campus Program.

2. SPONSORSHIP

a. Funding by the Agency depends on:

(1) The relevance of a proposed course to the employee's current or prospective assignment.

(2) Career management policy involving formal upward mobility programs.

b. The Office of Training and Education funds the cost of academic expenses for sponsored employees. Employees who are not sponsored for the program but who wish to participate may do so by paying their own tuition (\$189).

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ADMINISTRATIVE - INTERNAL USE ONLY

c. Only openly identified Agency employees may receive academic credit from the University.

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d. It is the responsibility of each student to submit the final grade report to the Office of Personnel through the Component Training Officer for inclusion in the Official Personnel Folder.

e. The Agency may require any sponsored student who withdraws from a course for reasons other than convenience of the Agency or unusual personal circumstance to reimburse the tuition and registration fees. A student withdrawing prior to the second class session will not incur a penalty if notification in advance of withdrawal is made to the Off-Campus Coordinator and instructor. Students withdrawing after the second class session must also inform the instructor and submit a memorandum to the Office of Training and Education, via the component Training Officer, giving the justification.

3. LEGAL LIMITATIONS

Statutory legislation (Title 5, U.S. Code, Chapter 41) on training sponsorship also applies to the Off-Campus Program. For example:

- a. The employee must have at least one full year of current continuous civilian Government service.
- b. Training may not be for the sole purpose of obtaining an academic degree.
- c. Training may not be for the purpose of obtaining an academic degree required to qualify for a particular position.

4. REGISTRATION

Forward a Form 136, Request for Training at Non-Agency Facility, to the Training Support Division, Office of Training and Education, Room 826, Chamber of Commerce Building through the component Training Officer prior to program registration or at time of registration. Registration for the fall semester is

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on Wednesday, 21 August 1985, in the Headquarters Auditorium from 1000 to 1500 hours. Employees unable to register at the scheduled time in the Headquarters Auditorium may do so prior to 21 August and through 27 August 1985, at the COC Building, and

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5. SCHEDULE

The proposed curriculum is attached to this bulletin. Courses are conducted in the evening beginning at 1730 hours.

The fall semester begins the week of 09 September 1985 and continues for 15 weekly sessions. Classes are held in the Headquarters Building.

6. CANCELLATION OF COURSES

Every effort will be made to conduct all courses. A course may have to be cancelled, however, if enrollment is insufficient to meet the University's minimum enrollment requirement.

ATTACHMENT

DISTRIBUTION: ALL EMPLOYEES

ADMINISTRATIVE - 3 INTERNAL USE ONLY

PROPOSED COURSES
for
FALL SEMESTER 1985

ACCOUNTING

COMM 201 INTRODUCTORY ACCOUNTING I (3)

A general education course designed to introduce students to the language of business. Course begins with the role of financial data in contemporary society and then proceeds to develop the accounting model for capturing financial data followed by the problems of measuring and reporting income, assets, liabilities, and equities.

Instructor: Evening: Wed. Room: 1A07

STAT

AREA/INTERNATIONAL STUDIES

HILA 282 LATIN AMERICAN HISTORY SINCE 1825

The development of the Latin American republics in the nineteenth and twentieth centuries, with particular attention to fundamental social, economic, and cultural factors and to the increasing importance of Latin America in world affairs.

Instructor: To be Announced Evening: Wed. Room: 2D47

GFIR 355 FOREIGN POLICY OF THE USSR

The impact of Leninism, Stalinism and post-Stalin reform communism on foreign policy. The Soviet concept of peaceful coexistence, wars of national liberation, self-determination, the Brezhnev doctrine and Socialist internationalism. Special attention will be given to Soviet post World War II policies towards the United States, Europe, China and selected developing countries.

Instructor: Evening: Mon. Room: 3E62

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ADMINISTRATIVE - INTERNAL USE ONLY

COMMUNICATION SKILLS

RCS 106 PUBLIC SPEAKING

The development of skills in presentation and criticism of speeches.

Instructor: To be Announced Evening: Thurs. Room: 1A07

ECONOMICS

ECON 202 MACROECONOMICS

The study of determinants of aggregate economic activity, the effects of monetary and fiscal policy upon national income, and economic policy toward unemployment and inflation.

Instructor: Evening: Mon. Room: 1A07

STAT

INFORMATION SCIENCE

COMM 320 INTRODUCTION TO BUSINESS INFORMATION PROCESSING

Understanding of business applications using large mainframe computers as well as microprocessors with capabilities and limitations of each highlighted. The student is introduced to computer processing concepts and terminology. Emphasis is on selection and management of hardware, software, data, personnel and procedures. The student will learn the fundamental transaction processing requirements in an appropriate computer language.

Instructor: Evening: Wed. Room: 1A07

STAT

COMM 427 ANALYSIS AND DESIGN OF MANAGEMENT INFORMATION SYSTEMS

A survey of the elements and functions of management information systems. Techniques are developed for systematic evaluation of the information flow in organizations. Principles of systems analysis and effective system design are developed. Major consideration is given to the role of computers and the design of appropriate system controls in the design process.

Instructor: To be Announced Evening: Thurs. Room: 1D35

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ADMINISTRATIVE - INTERNAL USE ONLY

CS 210 ADVANCED PROGRAMMING AND DATA STRUCTURES
(Prerequisite CS-251)

Advanced programming techniques using the PL/1 language. Data types and dynamic storage. Study of linked data structures including lists, stacks, queues, trees, and various ways of accessing them. Emphasis on practical applications that require systems of several procedures to manipulate the data structures.

Instructor: Evening: Wed. Room: 3E62

STAT

CS 251 INTRODUCTION TO COMPUTER PROGRAMMING

An introduction to computer programming techniques for students of all backgrounds. The PASCAL language is studied in depth and is used in learning and practicing structured programming techniques in a wide variety of application areas. A brief introduction to PL/1 is also given.

Instructor: Evening: Tues. Room: 2D47

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MATH 112 INTRODUCTION TO STATISTICS

Probability distributions, tests of hypotheses, chi-square tests, sampling regression and coorelation.

Instructor: Evening: To be Announced Room: 2D03

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MANAGEMENT

COMM 362 HUMAN BEHAVIOR IN ORGANIZATIONS

The objective of this course is the development of conceptual, diagnostic, and personal skills for dealing with human interaction in complex organizations. The approach is primarily experiential with interaction in the class being the key resource for learning. Cases and exercises may be used.

Instructor: Evening: Wed. Room: 2E62

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ADMINISTRATIVE - INTERNAL USE ONLY

PSYCH 341 ABNORMAL PSYCHOLOGY

The psychological aspects of behavior disorders; abnormalities of sensory and perceptual processes, of memory, emotion, and motor activity; the phenomena and interpretation of the psychoses and the neuroses.

Instructor: Evening: Wed. Room: 1D35

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PROCUREMENT

PC 402 CONTRACT ADMINISTRATION

Enforcement of contract terms; early recognition of symptoms leading to cost overruns, claims, delays, etc., adjudication of change orders, findings, and disputes and appeal. Principal functions of contract administration, financial analysis, terminations,, production surveillance, quality assurance, and audit.

Instructor: Evening: To be Announced Room: 1D35

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WRITING

ENWR 303 NON-FICTION WRITING

Non-fiction techniques; analysis, reporting, criticism, reviewing, etc.

Instructor: Evening: Thurs. Room: 1A07

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14 November 1984

AGENCY OFF-CAMPUS PROGRAM

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1. DESCRIPTION

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- a. The University of Virginia Division of Continuing Education approves the courses, the instructors, and awards academic credit to students successfully completing the courses. It also provides academic counseling to assist employees in their educational and vocational planning. (Call [] for an appointment or consult the counselor at the Headquarters registration.)
 - b. All instructors are Agency employees, and are paid directly by the University for conducting the courses.
 - c. Students desiring to transfer credits earned in the program to another educational institution should consult that institution as to the acceptability of courses and credit before enrolling in the Off-Campus Program.

2. SPONSORSHIP

- a. Funding by the Agency depends on:
 - (1) The relevance of a proposed course to the employee's current or prospective assignment.
 - (2) Career management policy involving formal upward mobility programs.
- b. The Office of Training and Education funds the cost of academic expenses for sponsored employees. Employees who are not sponsored for the program but who wish to participate may do so by paying their own registration (\$5) and tuition (\$165) fees.

- c. Only openly identified Agency employees may receive academic credit from the University.

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- d. It is the responsibility of each student to submit the final grade report to the Office of Personnel through the Component Training Officer for inclusion in the Official Personnel Folder.
- e. The Agency may require any sponsored student who withdraws from a course for reasons other than convenience of the Agency or unusual personal circumstance to reimburse the tuition and registration fees. A student withdrawing prior to the second class session will not incur a penalty if notification in advance of withdrawal is made to the Off-Campus Coordinator and instructor. Students withdrawing after the second class session must also inform the instructor and submit a memorandum to the Office of Training and Education, via the component Training Officer, giving the justification.

3. LEGAL LIMITATIONS

Statutory legislation (Title 5, U.S. Code, Chapter 41) on training sponsorship also applies to the Off-Campus Program. For example:

- a. The employee must have at least one full year of current continuous civilian Government service.
- b. Training may not be for the sole purpose of obtaining an academic degree.
- c. Training may not be for the purpose of obtaining an academic degree required to qualify for a particular position.

4. REGISTRATION

Forward a Form 136, Request for Training at Non-Agency Facility, to the Training Support Division, Office of Training and Education, Room 826, Chamber of Commerce Building through the component training officer prior to program registration or at time of registration. Registration for the spring semester is on Tuesday, 15 January 1985, in the Headquarters Auditorium from 1000 to 1500 hours. Employees unable to register at the scheduled time in the Headquarters Auditorium may do so prior to 15 January and through 17 January 1985, at the COC Building,

Arrangement to register at locations other than at the Headquarters Auditorium can be made by calling extension

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5. SCHEDULE

The proposed curriculum is attached to this bulletin. Courses are conducted in the evening beginning at 1730.

The spring semester begins the week of 28 January 1985 and continues for 15 weekly sessions. Classes are held in the Headquarters Building.

6. CANCELLATION OF COURSES

Every effort will be made to conduct all courses. A course may have to be cancelled, however, if enrollment is insufficient to meet the University's minimum enrollment requirement.

ATTACHMENT

DISTRIBUTION: ALL EMPLOYEES

PROPOSED COURSES
for
SPRING SEMESTER 1985

ACCOUNTING

COMM 202 INTRODUCTORY ACCOUNTING II (3)
(Prerequisite: COMM 201)

Continuation of COMM 201.

Instructor: Evening: Wed. Room: 1A07 STAT

AREA/INTERNATIONAL STUDIES

HIEU 364 TWENTIETH CENTURY EUROPE (3)

Continuation of HIEU 363 (not a prerequisite). Main developments in European history from the turn of the century with special emphasis on the causes and consequences of the two world wars; on European fascism and a look at post-war European Society; and on the radical new forms of experience, thought, and art.

Instructor: Evening: Wed. Room: 2D47 STAT

HIEU 383 TWENTIETH CENTURY RUSSIA (3)

Lectures and discussion on Marxism; the causes of the disintegration of the tsarist regime; the Provisional government; the Bolshevik Revolution; the Civil War; Lenin's rule and the struggle for power between Stalin and Trotsky; the Five year Plans and the collectivization of agriculture; the the Great Purge; World War II and the last years of Stalin; Khrushchev and his ouster; the rule of Brezhnev.

Instructor: Evening: Thurs. Room: 3E62 STAT

COMMUNICATION SKILLS

RCS 212 SMALL GROUP COMMUNICATION (3)

An introduction to small group communication as a mode of resolving public problems, including the analysis of leadership and role structure; conformity pressures and intragroup deviancy; personal, social, and emotional group climates; and the nature and function of human information gathering and processing as these variables relate to public decision making. Application of theory through participation in group problem solving of a controversial public issue.

Instructor:

Evening: Mon.

Room: 1A07
1A35

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ECONOMICS

ECON 202 PRINCIPLES OF ECONOMICS - MICROECONOMICS (3)
(ECON 201 is not a prerequisite for ECON 202)

The principles of economics and their bearing on present American conditions; structural and functional aspects of the economy.

Instructor:

Evening: Tues. Room: 4B42

STAT

INFORMATION SCIENCE

COMM 320 INTRODUCTION TO BUSINESS INFORMATION PROCESSING (3)

An introduction to information systems, unit record equipment, unit record-processing functions, the components of an electronic data processing system, and other basic information systems equipment, and a survey of the programming process.

Instructor:

Evening: Tues. Room: 1A07

STAT

~~CEIS~~ ²⁵¹ 104 COMPUTER LOGIC & PROGRAMMING TECHNIQUES (3)
 Prerequisites: ~~CEIS 102~~ ^{CD 102 304} Fundamentals of VM or equivalent experience with Delta Data Terminal. (Current USERID and VM PASSWORD required.)

An introduction to the nature of data for computer processing, basic computer concepts, data-file concepts, symbolic representation of programming logic, problem-solving techniques, using flowcharts, decision tables, and an introduction to Computer Programming (PL/1).

Instructor: Evening: Thur. Room: 2D47 STAT

~~CEIS~~ ³⁵⁴ 105 COMPUTER PROGRAMMING (PL/1) (3)
 Prerequisite: ~~CEIS 104~~ ²⁵¹

Offers instruction in the programming process, the organization of a PL/1 language, and sample or project problems.

Instructor: Evening: Wed. Room: 6F21 STAT

~~CS~~ 250 DIGITAL COMPUTER PROGRAMMING (FORTRAN) (3)
 Prerequisite: ~~CEIS 104~~ ²⁵¹

The FORTRAN language is studied in depth and is used as a vehicle for practicing modern programming techniques in a wide variety of application areas, including for example, mathematics, business and engineering.

Instructor: Evening: Wed. Room: 2D03 STAT

MATH 103 ESSENTIAL MATHEMATICS (3)
 7 Replaces CEIS 106 - MATHEMATICS FOR INFORMATION SYSTEMS

Algebra, elementary functions, trigonometry. Emphasizes problem solving and provides preparation for basic mathematics and science courses.

Instructor: Evening: Tues. Room: 6F21 STAT

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COMM 427 ANALYSIS & DESIGN OF MANAGEMENT INFORMATION SYSTEMS
(Replaces CEIS 208 - SYSTEMS ANALYSIS)
Prerequisite: CEIS 102

Review of tools of systems analysis and system life-cycle tasks; emphasis on design tasks and use of structured design techniques; study of systems design as a human problem-solving process; relationship of software design to system engineering.

Instructor: Evening: Tues. Room: 2D03 STAT

MANAGEMENT

COMM 362 HUMAN BEHAVIOR IN ORGANIZATIONS (3)
(Prerequisite: COMM 361 or permission of instructor)

The objective of this course is the development of conceptual, diagnostic, and personal skills for dealing with human behavior in complex organizations. Topics will include motivation, leadership, decision making, group development, and communications. The approach is primarily experiential with interaction in the class being the key resource for learning. Cases and exercises may be used.

Instructor: Evening: Wed. Room: 1D35 STAT

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15 November 1985

MEMORANDUM FOR: Members, Agency Training Steering Committee

FROM:

Director of Training and Education

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SUBJECT: Advanced Intelligence Seminar

1. This memorandum recommends that the Advanced Intelligence Seminar (AIS) be significantly modified and continued as a permanent part of the Office of Training and Education's (OTE) curriculum.

2. Background

The AIS was established in 1969 and was originally designed to expose mid- to senior-level officers (GS-14 to GS-15) to major international and domestic trends affecting the Agency. The Seminar served this purpose well until it lost its focus and its target audience. This began to occur somewhere in the late 1970s. Participant attendance fell, prerequisites were ignored, and the Seminar no longer attracted the clientele it was originally designed to serve. Moreover, some directorates began to use the Seminar as a substitute for the Midcareer Course, adding further confusion to the intent and purpose of the Seminar. By 1985, the DO had totally withdrawn from the Seminar, and the DI had expressed grave concerns about the Seminar.

3. In the spring of 1985, AIS was placed under curriculum review. Part of this review involved discussions with Agency officers at all levels over the need for a course like the AIS. There were clear indications that a course was needed which would not only explore the domestic and international trends affecting the environment in which the CIA must operate, but challenge the conventional wisdom and assumptions held by this Agency.

4. OTE believes there is a strong need for a restructured AIS. The course will be organized into essentially three segments: International Affairs, Domestic Affairs, and the Agency Response (see Attachment A for course schedule). We will use prominent guest speakers who hold a different perspective on both international and domestic issues (see Attachment B for list of possible speakers). Particular emphasis will be given to outsiders who are thoughtful but who are also vocal and articulate critics of current U.S. foreign policy and the role of intelligence. On domestic affairs, the course will examine alternative views about national priorities using such prominent speakers as

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SUBJECT: Advanced Intelligence Seminar

Stuart Eisenstadt (former Domestic Advisor to President Carter) or Charles Schultze (former Chairman of Council of Economic Advisors). We also will directly represent the other point of view about where resources ought to be located, such as poverty and welfare. The Congressional and the Media view would also receive attention. These speakers would be followed by those Agency officials who are responsible for developing Agency policy. We want to provide students with an understanding how the Agency conceives its current and future role in response to the outside perspective. We would expect students to challenge these officers about their perception of the issues facing the Agency and their perceptions about the challenges for the future.

5. These changes in the AIS are based on the assumption that Agency officers do not have time to think about their role in a broader context, nor do they have the opportunity to critically examine their beliefs and values. Too often the pressure of work forces the Agency to ignore the trends in our society which will eventually bring change to the CIA. In the past, the Agency has gotten into trouble because its officers have failed to perceive these changes and have continued to act on outdated and outmoded beliefs. AIS ought to serve as a vehicle for challenging our officers and engaging them in a stimulating dialogue with those who will surely be the forces that will affect this Agency in the future.

6. Who Should Attend?

We are looking for mid- to senior-level officers who now have or will have impact on the direction this Agency will take. This means Category I or II GS-14s and GS-15s. We want to hold the class size to 18 participants. This class size will allow for the necessary participant involvement. This allows for the quota of four nominees per directorate with two from the DCI Area. Quotas which cannot be filled by any one directorate will be offered to the other directorates (see Attachment C for draft bulletin).

7. OTE recommends that the AIS be modified as described and become a permanent part of the curriculum.

Attachments



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SUBJECT: Advanced Intelligence Seminar

APPROVED:

Deputy Director for Administration

Date

Deputy Director for Intelligence

Date

Deputy Director for Operations

Date

Deputy Director for Science and Technology

Date

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ADVANCED INTELLIGENCE SEMINAR



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COURSE OBJECTIVES

1. To enable senior officers to envision how key domestic and foreign policy trends may lead to alternative futures for the Agency and the implications of these trends for organizational and operational decisions.
2. To expose them to perspectives which run counter to "common Agency wisdom". By exploring these perspectives, the course will enable participants to identify and overcome the phenomena of organizational bounding.
3. To develop transferable problemsolving skills in a group setting as participants analyze the impact of existing trends on future constraints and opportunities for the Agency.

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Attachment B

Proposed List AIS Speakers

David Brinkley, ABC News
John Scali, ABC News
John Chancellor, NBC News
Benjamin Bradley, Washington Post
Carl Rowan, Syndicated Columnist
George Will, Syndicated Columnist
Stuart Eisenstadt, Former Assistant to President Carter
Dr. Charles Schultze, Brookings Institution
Dr. Barry Bosworth, Brookings Institution
Admiral Elmo Zumwalt, USN Retired
Vice Admiral David Poindexter, Assistant to President
Floretta McKenzie, Superintendent DC Schools
Vice Admiral Robert Inman, USN Retired
George Gallup Jr., Pollster
William J. Bennett, Secretary of Education
Representative Michael Barnes, Maryland
Senator Robert Dole, Kansas
Senator Pete Domenici, New Mexico
Senator Patrick Leahy, Vermont

STAT

Marvin Cetron, President Forecasting Limited International
Harry Cochran, Special Assistant to DCI for Warning
Lock Johnson, University of Georgia (Political Science/Intelligence)
Larry Caldwell, Occidental College (Soviet Union)
Kenwyn K. Smith, University of Maryland (Power Politics)
Henry Kissinger, former Secretary of State
Zbigniew Brzezinski, former Director National Security Council

ADVANCED INTELLIGENCE SEMINAR

The Advanced Intelligence Seminar is designed to expose intelligence officers (GS-14 - GS-15) to alternative viewpoints and perspectives on intelligence and its role in a democratic society. Class size will be limited to 16-18 Category I and Category II participants with four from each Directorate and two from the DCI area. This quota is designed to facilitate seminar interaction. To increase the effective impact on both the participants and the Agency, nominees should anticipate at least another five years Agency employment. Course length is two and a half weeks.

Course objectives are to:

- Enable senior officers to envision how key domestic and foreign policy trends may lead to alternative futures for the Agency and the implications of these trends for organizational and operational decisions.

- Expose officers to perspectives which run counter to "common Agency wisdom". By exploring these perspectives the course will assist participants in identifying and overcoming the phenomena of organizational bounding.

- Develop problem solving skills in a group setting as participants analyze the impact of existing trends on future constraints and opportunities for the Agency.

Following are the Course Dates, Registration Deadlines, and Precourse Meetings for the remainder of FY86.

<u>Course Dates</u>	<u>Registration Deadline</u>	<u>Precourse</u>
3-21 February 1986	23 December 1985	26 January 1986
19 May-6 June 1986	7 April 1986	14 May 1986
7-25 July 1986	26 May 1986	2 July 1986

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